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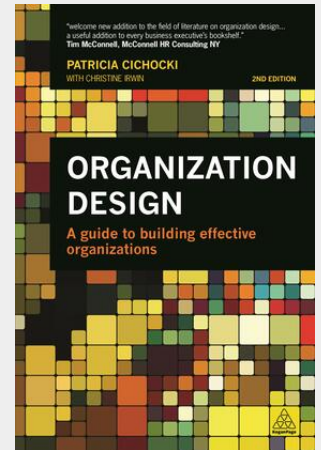
Organization Design

A Guide to Building Effective Organizations

With the rate of change in organizations at an all-time high, the need for strong organization design has never been more pressing. Organization Design provides a complete road map to building successful organizations through good organization design. It presents a practical process; a robust, broad-based model and a set of tools and techniques that all link together. Part One and Two together provide you with the knowledge of how to establish and run an organization design programme. Part Three covers how to respond to three perennial challenges in designing organizations. This thoroughly revised edition of Organization Design includes an increased range of archetypes, a wide variety of international examples and coverage of additional ways to gain insight, such as through exploring metaphors and positive deviance. It is a practical toolkit to take organization designers from start to finish, outlining the basic theory, providing a step-by-step approach to implementation, and offering solutions to the recurring challenges that will inevitably be met along the way.

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